



**WEST NOTTINGHAMSHIRE COLLEGE  
CORPORATION BOARD**

**Minutes of the Board meeting held in the Board Room at Derby Road on Thursday 26<sup>th</sup> January 2017 at 5.00 pm**

**GOVERNORS** Kate Allsop (Chair)  
**PRESENT:** Ian Baggaley  
 Tim Clarke  
 Malcolm Hall MBE  
 David Overton  
 Marc Jones  
 Alison Breeden  
 Jane Hawksford  
 John Holford  
 Terry Dean

**ALSO IN ATTENDANCE:** Andrew Martin, Deputy Principal/Director: Finance  
 Tom Stevens, Executive Director: Capital Projects and Estates  
 Louise Knott, Vice Principal: Communications, Engagement and Student Experience  
 Patricia Harman, Teaching and Learning Consultant  
 Andrew King, Director: Strategy and Innovation  
 Tracey Thompson, Vice Principal: Human Resources and Organisational Development  
 Rachel Bates, PA (Note Taker)

**16.180 DECLARATIONS OF INTEREST**

The Chair reminded Governors present to declare any interests that they may have on items to be considered. No interests other than the standing items were declared.

**16.181 APOLOGIES FOR ABSENCE**

Apologies were received from Nevil Croston, Dame Asha Khemka, John Robinson, Chris Winterton, Jamie Fryatt, Lesley Roberts and Maxine Bagshaw.

**16.182 MINUTES OF THE MEETING HELD ON 15<sup>th</sup> DECEMBER 2016**

The minutes were reviewed and it was agreed that they were an accurate record of discussions.

It was noted that the minutes of the Governor Development Session held on 12<sup>th</sup> January 2017 would be emailed to Governors at a later date.

ACTION by whom	DATE by when

Signed : \_\_\_\_\_ Chair

Date:

AGREED: to approve the minutes of the meeting held on 15<sup>th</sup> December 2016.

There were no matters arising.

**16.183 ACTION PROGRESS UPDATE**

Members were happy to note the content of the update provided.

**16.184 KPIs 2016/17**

The Director: Strategy and Innovation presented to Governors the latest KPIs. The following were key points of note:

**a) 16-18**

- The position has not changed significantly from last term however there is a small reduction in full-time numbers. The number of students who have moved from full-time study to apprenticeships is not recorded, early withdrawals analysis suggests there should be around 46, work is underway to track these learners to see if they have gone to a different provider or have just not been enrolled yet. This will be reported through the next KPIs.
- The in-year position for attendance shows an improvement when compared to last year. The 2,615 on aim to main qualification is close to the 93% target, however 1,530 on English and Maths requires further improvement. This is being managed by curriculum areas and poor attendance followed up by staff.

**b) Apprenticeships**

- Income is showing an increase with a cash value to £14.4m in term 2, there is a positive picture in the amount of direct college delivery from £1.12m to £2.27m (9% to 19%) moving closer to 21% target. Partner income is increasing at a slower rate.
- Achievement rates overall and timely are behind the same point last year. Having spoken to the Vice Principal: Employer Engagement, extrapolation at the end of year is still at a similar point, 74% achievement overall and improvement on timely. Based on the current volumes, the college expects to achieve similar levels of overall achievement and improved timely achievement.
- It was noted that the KPIs for Vision Business would be presented later on the agenda.

**c) Adult Education Budget**

- This has shown a slight reduction in terms of the amount being spent locally from 47% to 45% however this is still ahead of 43% target. As requested at the last Board, the breakdown of spend in Mansfield and Ashfield is 24% which is an increase from 2015/16.

Dir: S&I

April 2017

Signed : \_\_\_\_\_ Chair

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There is not only an improvement in adult provision locally but also across the D2N2 area. Governors queried whether the 24% was low considering devolution plans. The Deputy Principal: Finance confirmed that the target was for D2N2 not just Mansfield and Ashfield and provision outside would not cease as result of devolution.

**d) Customer Satisfaction**

- The results of customer surveys have shown an improved satisfaction rating for classroom based learning, work based learning remains the same and employers is below target 94%. Whilst classroom based learning has received a good return rate, employers and work based learners is less than 10%. This is being addressed by the Vice Principal: Employer Engagement.

**e) Finance**

- There is an improved position in terms of the operating surplus which is £655k ahead of profile as a result of the release of VWS provision.

The way in which lesson observations are undertaken across the college has changed therefore the presenting of this KPI is not included.

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Higher level course progress was also presented for information. Governors queried whether there should be any anxiety around the number of amber and red targets. The Director: Strategy and Innovation confirmed that most of these related to apprenticeships and they would therefore expect to see things improving. The 16-18 situation will not achieve target as a result of local demographics and future targets will be set with this in mind.

The Chair thanked the Director: Strategy and Innovation for his presentation and for the new-look KPIs which Governors felt were clearer to read.

AGREED: to note the update provided.

**16.185 PRINCIPAL'S REPORT**

The Deputy Principal: Finance introduced this item in the absence of the Principal. On the assumption that Governors had read the content he identified key items for note.

- Following the restructure in December, Vision Business is well placed to move forward on the forthcoming apprenticeship reforms and is beginning to see the impact of those changes.
- The D2N2 Area Review Steering Group 3 took place on Tuesday 24<sup>th</sup> January attended by the Vice Chair and Principal.

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Each college presented their options including West Nottinghamshire College's preference to be a 'standalone institution'.

- Further detail identifying how the college will meet the Review Team's objectives will be submitted including a financial appraisal in advance of Steering Group 4.
- Governors were provided with a final copy of the SAR which will be uploaded to Ofsted by the deadline of 31st January. A summary is being drafted which includes specific items inspectors will want to see if the college receives notice of a two day inspection.
- Governors were asked to note the programme of breakfast sessions which are now taking place for employers in the HE Centre and the dates for future events. The Chair reminded Governors that it was important they attended college events as their presence added to the occasion.

#### **16.186 MANAGEMENT ACCOUNTS – NOVEMBER 2016**

The Deputy Principal: Finance presented the Management Accounts for the period up to November 2017 and provided a summary of key items to note.

- The Group performance has delivered an overall operating surplus before interest and depreciation of £1,494k (prior year: £1,116k). After interest and depreciation this becomes a surplus of £655k, £527k ahead of the phased budget (prior year: £328k).
- BKSb has delivered a strong start to the year again with an operating surplus of £553k (budget: £428k).
- £450k under VWS relates to a number of non-assigned properties and provisions following confirmation from Pearson that there is no further liability.
- Following the restructure of work related training the accounts contain some costs relating to this, however, a significant impact on its longer term shape should see an improvement on apprenticeships and wider work related training. The college alone is reporting a deficit of £331k driven by challenges in work related training which have been addressed through the restructure.
- Governors were asked to note that, following their success at the BETT Show Awards last year, bksb have been named ICT Company of the year (for companies over £3m). The bksb Chair added that this was a difficult category with very strong contenders therefore this was another outstanding achievement. Governors asked that their formal congratulations be noted and passed to the bksb team.
- Overall Group income to the end of November is just over £17.3m around £555k behind where would expect to be. This relates to adult classroom based income, which is delivered by curriculum teams, work related training team through employability and partners.

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- Overall pay costs are slightly over budget £134k, in previous reports this has been significantly down, the key driver behind this is a £130k on spend on temporary staffing linked to the Interim Quality Director post until end November and also temporary staff requirements in English and Maths which is a challenging area for employing skilled staff.
- The Group balance sheet shows an increase in fixed assets as the HE centre draws to completion, but a fall from last month as Acorn Way was disposed of.
- Cash flow is strong at £6.7m.
- Reserves are up to £9.4m however the College awaits confirmation of the proposed reset of its banking covenants as a result of the introduction of FRS102. Suggested wording for the amendment letter will be presented to Board in due course.

**Q** The Governors questioned whether the rise in temporary costs would have an adverse effect on the consistency of quality and teaching and learning. The Deputy Principal: Finance advised that there was a vacancy saving in the budget process to help drive efficiency. There is an issue with the recruitment of good quality staff within those areas however the college cannot afford to leave gaps. The Director: Human Resources added that there were some roles which were unique and therefore agencies have had to be approached to fill. The purpose of using temporary staff is to make sure the workload of existing teachers is not increased however staff turnover has also seen a decrease. The Interim Deputy Principal advised that filling roles which were difficult to recruit to can be disruptive. Governors suggested that the college look to local Universities and graduates. The Director: Human Resources confirmed that they had taken this approach through the Maths Graduates Scheme, experienced teachers were needed in order to mentor newly qualified lecturers but the college cannot compete against the salaries offered by schools. One of the Governors felt that if this was affecting delivery then it was important the college reflects this in its pay offer. There is also a risk that 'home grown' tutors will be attracted by salaries elsewhere. The Director: Human Resources added that within this area there was a new management team and that some issues had arisen following the transition from functional skills Maths to GCSE which was very different to teach.

**Q** In terms of bad debt provision Governors queried the amount that related to partners who had gone into administration. The Deputy Principal: Finance confirmed that once partners had gone through liquidation there was a release of provision, whilst the debt is written off there is not an impact as it means that there are more fee paying students and employers. Governors requested further analysis on this for future reporting. The Deputy Principal: Finance added that the college has a Credit Control team who chase debts, for fee paying student this would kick-in after missing 4 instalments giving them an opportunity to pay.

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The Deputy Principal confirmed further analysis will be brought to a future meeting on the breakdown.

**16.187 REVIEW OF CONFIDENTIAL MINUTES 2015/16**

The Deputy Principal: Finance introduced the Clerk's report which was a review of the Confidential Minutes over the last 12 months. The Clerk recommends that all items remain confidential due to either their commercial sensitivity or their reference to staff.

AGREED: That the confidential minutes relating to the Ofsted inspection of the Nursery now be released.

**16.188 BOARD AND COMMITTEE MEMBERSHIP REVIEW**

The Deputy Principal: Finance presented this report on behalf of the Clerk, outlining the terms of appointment for Governors which were scheduled to end in 2017.

- It was noted that Hari Punchihewa's term ended on 16<sup>th</sup> January, whilst Hari did not wish to remain on the Board due to his heavy commitments elsewhere, he has agreed to continue as Chair of the Finance, Resources and Estates Committee until the end of the academic year or when a new Chair is appointed.
- It was proposed that Jane Hawksford and Marc Jones be appointed as new members of the Standards Committee.

Governors discussed the length of service and whether they could serve more than two should they wish to. As there are a number of vacancies on the Board, the Chair asked members to consider and recommend individuals from the community who may be interested in being considered, in particular someone from a financial background where there appears to be a shortfall.

All

April 2017

AGREED:

- For Hari Punchihewa to be Chair of Finance, Resources and Estates until the end of the academic year;
- For Jane Hawksford and Marc Jones to be appointed onto the Standards Committee and;
- For the Clerk to consider and report back to Governors in April the position in terms of Governors' length of term.

Clerk

April 2017

It was noted that Chris Winterton's term would finish at the end of February. Members thanked Chris in his absence for his service to the Board.

Signed : \_\_\_\_\_ Chair

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16.189 VISION BUSINESS UPDATE

a) **Data Dashboard**

The Deputy Principal: Finance presented to members the Data Dashboard for Vision Business on behalf of the Vice Principal: Employer Engagement who was absent from the meeting. Key points to note were identified as:

- **Vacancies** – vacancies should be cleared within 30 days, however there are still 23 up to 50 days and 8 up to 51 plus days and therefore needs to be addressed. The green learners are those that have been interviewed for an apprenticeship and are ready to be matched with an employer (though it is not easy to match all the vacancies). Governors suggested that for future reports the colours be amended as this adds confusion.
- **Complaints** – there have been 6 learner complaints in this period all relating to ‘who their assessor will be’ as a result of the restructure (all resolved). There have been 4 employer complaints, 1 around the restructure, the others around age grant.
- **Telesales** - conversion activity is lower in December however this is expected to increase in January. The conversion to induction during December was high.
- **Induction Requests** - this requires a lot more work as it currently takes on average 24 days to induct an apprentice (the maximum is 31), this is far too long and should be less than 10. The Vice Principal: Employer Engagement is currently looking at this with her new team. One of the difficulties can be the heavy case load assessors have and the ability to fit in appointments. Governors queried whether there were in fact enough assessors to cope with the demand. Governors asked if inductions could be done over the telephone but they were advised that this was not good practice. One Governor described his personal experience where it had taken 9 months to induct an apprentice, one case therefore may be distorting the data.
- **End Date** - the number of learners who have been extended beyond their planned end date is quite high – a learner completing in 90 days is classed as timely. It was noted that some learners are still awaiting certificate which can take up to 3 months. In terms of the cost associated, this is a huge priority to address. Governors queried why certificates should take so long to receive. The Director: Human Resources advised that the Vice Principal and her team were mindful of the issues and that one of the purposes for the new data dashboard was to monitor and measure improvements. Governors agreed that it did give them a clear picture on the issues to be addressed. One Governor requested that, where this the end date was beyond the 90 days the reasons behind were provided.

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- **Financial performance** - 16-18 is slightly behind target but better on adults, it was noted that after 1<sup>st</sup> May all learners will be in the same bracket.
- **Withdrawals** – whilst some have good reason to withdraw (medical etc) the cost to the college for 35 in the first 6 weeks and 42 after 6 weeks equates to £207k lost income. It was agreed that further support to try to prevent this is needed. The Deputy Principal allayed concerns around the financial costs and confirmed that the Vice Principal: Employer Engagement was working to revise the profile against the new structure. He confirmed that whilst it is expected to deliver, it will not fill the gap this financial year. Need to review.
- **Breaks in Learning** - 56 are on learning breaks with 37 expected to return back to programme – examples of reasons recorded for breaks are pregnancy, work pressures etc.

AGREED: to note the contents of the data dashboard.

#### **b) Sub-Contractors Partnership Contract Variations**

The Deputy Principal: Finance presented to the Board the proposed sub-contractor partnership contract changes. These were highlighted in yellow on the spreadsheet attached to the report. Whilst there have been ongoing discussions with all partners, contracts have only been issued to a few for March 2017 due to the uncertainty over SFA funding allocations past this point in time. New start contracts have been adjusted for certain partners. Key points to note were highlighted as:

- A growth bid of £735,000 for 19+ Apprenticeships has been secured and the college is seeking to increase apprenticeship starts in this age category over the next quarter.
- Most Nordic Pioneer learners have now been aligned to Linden Management with a small and specific cohort of Construction Apprenticeships with Persimmon Homes in the North East being transferred to Gateshead College to support their continuing learner journey.
- All JB Management learners have had their progress reviewed and most have been placed with Linden Management to continue their learning journey. Linden Management have taken on a number of ex JB Management assessors staff to support this in a streamlined and seamless way.
- All employers and learners affected by the above have been kept informed and given contact details so as to manage their expectation and give them assurance that they were our highest priority.
- A confidential item was raised under this item regarding JTJ Workplace Solutions. The notes of this discussion is included within the confidential minutes.

AGREED: to approve the contract variations as outlined in the report.

Signed : \_\_\_\_\_ Chair

Date:



John Holford left the meeting at 6.40 pm.

**16.190 GOVERNANCE REPORT**

AGREED: to note the content of the report provided.

**16.191 SAFEGUARDING, PREVENT AND EQUALITY AND DIVERSITY UPDATE**

AGREED: to note the content of the report provided.

**16.192 ANY OTHER BUSINESS**

There were no other urgent items for discussion.

**16.193 CONFIDENTIAL ITEMS**

It was agreed that confidential items would be recorded separately.

**16.194 DATE OF NEXT MEETING**

The next full Board meeting will take place on 9<sup>th</sup> March 2017 at 5.00 pm.

Meeting closed at 6.50 pm.

Signed : \_\_\_\_\_ Chair

Date: